



Health Services
LOS ANGELES COUNTY

**Los Angeles County
Board of Supervisors**

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First District

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Second District


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Third District

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Fourth District

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Fifth District

October 23, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D. 
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF
PROGRESS, HOSPITAL OPERATIONS, AND OTHER
ISSUES RELATED TO THE TRANSITION TO THE
NEW LAC+USC MEDICAL CENTER – PROGRESS
REPORT #22**

John F. Schunhoff, Ph.D.
Interim Director

Robert G. Splawn, M.D.
Interim Chief Medical Officer

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Los Angeles, CA 90012

Tel: (213) 240-8101
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This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of September 2009.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of September was 589 out of 671 licensed beds, an estimated 86% utilization rate (88% occupancy). The census for Medical/Surgical units was an estimated 95% utilization rate (97% occupancy) for September 2009. These are relatively unchanged from prior months.

Emergency Department (ED) Indicators

During the month of September, most indicators in Attachment 1 have decreased slightly compared to August such as the Mean ED Boarding Time, ED Wait Time and Left Without Being Seen.

The volume of patients transferred out to both Rancho Los Amigos and private hospitals has decreased slightly. DHS is in final negotiations to complete the first private hospital contract for indigent transfers; a second negotiation is under way.

Additional Information Requested

On October 20, 2009, your Board instructed the Interim Director of Health Services to report back on: 1) implement all possible internal and external responses to avoid "severe" and "dangerous" overcrowding at LAC+USC Medical Center; 2) report on the findings of the Zero-Based Budgeting and Staffing Analysis and the current status of any implementation that has occurred; and 3) report on what actions are being taken at other County Hospitals to manage emergency room workload and what their workloads entail.

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DHS will report back on this motion in the next LAC+USC Progress Report in two weeks.

If you have any questions or need additional information, please contact Carol Meyer, Chief Network Officer at (213) 240-8370 or me.

JFS:CM:pm
811:003

Attachments

c: Chief Executive Officer
Acting County Counsel
Executive Officer, Board of Supervisors

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Reporting Period –Sept 2009

Indicator	Definition	Data	Comments																																																				
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																							
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<div><p>ADC</p><table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Dec '06</td><td>598</td></tr><tr><td>Feb '07</td><td>623</td></tr><tr><td>Apr '07</td><td>612</td></tr><tr><td>Jun '07</td><td>605</td></tr><tr><td>Aug '07</td><td>625.5</td></tr><tr><td>Oct '07</td><td>623</td></tr><tr><td>Dec '07</td><td>590</td></tr><tr><td>Feb '08</td><td>609</td></tr><tr><td>Apr '08</td><td>605</td></tr><tr><td>Jun '08</td><td>583</td></tr><tr><td>Aug '08</td><td>611</td></tr><tr><td>Oct '08</td><td>578</td></tr><tr><td>Dec '08</td><td>596</td></tr><tr><td>Feb '09</td><td>491</td></tr><tr><td>Apr '09</td><td>525</td></tr><tr><td>Jun '09</td><td>551</td></tr><tr><td>Aug '09</td><td>563</td></tr><tr><td>Oct '09</td><td>572</td></tr><tr><td>Dec '09</td><td>572</td></tr><tr><td>Feb '10</td><td>577</td></tr><tr><td>Apr '10</td><td>572</td></tr><tr><td>Jun '10</td><td>573</td></tr><tr><td>Aug '10</td><td>592</td></tr><tr><td>Oct '10</td><td>589</td></tr></tbody></table></div> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p> <td>ADC provided as background information.</td>	Month	ADC	Oct '06	637	Dec '06	598	Feb '07	623	Apr '07	612	Jun '07	605	Aug '07	625.5	Oct '07	623	Dec '07	590	Feb '08	609	Apr '08	605	Jun '08	583	Aug '08	611	Oct '08	578	Dec '08	596	Feb '09	491	Apr '09	525	Jun '09	551	Aug '09	563	Oct '09	572	Dec '09	572	Feb '10	577	Apr '10	572	Jun '10	573	Aug '10	592	Oct '10	589	ADC provided as background information.
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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census – Newborns / 600</p> <p style="text-align: center;">Med Center Census – Newborns / 600</p> <p>2. Medical Center Licensed Occupancy Rate (including Newborns) = Med Center Census + Newborn / 600</p> <p style="text-align: center;">Med Center Census + Newborns / 600</p>	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.

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		<div>3. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671 Med Center Census + Newborns + Psych Hosp Census / 671</div> <div><table><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73.7%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>85%</td></tr><tr><td>Jul '09</td><td>85%</td></tr><tr><td>Aug '09</td><td>88%</td></tr><tr><td>Sep '09</td><td>87%</td></tr></tbody></table></div> <div>Medical Center = New Facility Healthcare Network = New Facility + Psychiatric Hospitals</div>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	Feb '09	83%	Mar '09	85%	Apr '09	85%	May '09	85%	Jun '09	85%	Jul '09	85%	Aug '09	88%	Sep '09	87%	
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2a. Median Emergency Department Boarding Time (EDBT) *Harris Rodde Indicator	<p>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p style="text-align: center;">Median EDBT</p> <table border="1"> <caption>Median EDBT Data (hr:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:28</td><td>2:18</td><td>4:12</td></tr> <tr><td>Dec '08</td><td>4:58</td><td>2:17</td><td>4:33</td></tr> <tr><td>Jan '09</td><td>5:22</td><td>2:21</td><td>4:28</td></tr> <tr><td>Feb '09</td><td>5:14</td><td>2:22</td><td>4:44</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>3:00</td><td>6:06</td></tr> <tr><td>Apr '09</td><td>7:43</td><td>2:22</td><td>6:08</td></tr> <tr><td>May '09</td><td>4:34</td><td>2:32</td><td>4:00</td></tr> <tr><td>Jun '09</td><td>3:54</td><td>2:31</td><td>3:38</td></tr> <tr><td>Jul '09</td><td>5:00</td><td>2:36</td><td>4:32</td></tr> <tr><td>Aug '09</td><td>5:37</td><td>2:35</td><td>5:01</td></tr> <tr><td>Sep '09</td><td>5:13</td><td>2:39</td><td>4:41</td></tr> </tbody> </table> <p>Sep '09 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	4:28	2:18	4:12	Dec '08	4:58	2:17	4:33	Jan '09	5:22	2:21	4:28	Feb '09	5:14	2:22	4:44	Mar '09	6:06	3:00	6:06	Apr '09	7:43	2:22	6:08	May '09	4:34	2:32	4:00	Jun '09	3:54	2:31	3:38	Jul '09	5:00	2:36	4:32	Aug '09	5:37	2:35	5:01	Sep '09	5:13	2:39	4:41	
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2b. ED Wait Time	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail</p> <p>Sep '09 data is Preliminary data</p>	

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2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p> <p style="text-align: center;">Sep '09 data is Preliminary data</p>	

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2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p>Diversion of ALS Units due to ED Saturation</p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>36</td></tr><tr><td>Sep '07</td><td>28</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>50</td></tr><tr><td>Sep '08</td><td>51</td></tr><tr><td>Oct '08</td><td>50</td></tr><tr><td>Nov '08</td><td>40</td></tr><tr><td>Dec '08</td><td>58</td></tr><tr><td>Jan '09</td><td>52</td></tr><tr><td>Feb '09</td><td>55</td></tr><tr><td>Mar '09</td><td>58</td></tr><tr><td>Apr '09</td><td>35</td></tr><tr><td>May '09</td><td>35</td></tr><tr><td>Jun '09</td><td>63</td></tr><tr><td>Jul '09</td><td>52</td></tr><tr><td>Aug '09</td><td>51</td></tr><tr><td>Sep '09</td><td>51</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	36	Sep '07	28	Oct '07	21	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	50	Sep '08	51	Oct '08	50	Nov '08	40	Dec '08	58	Jan '09	52	Feb '09	55	Mar '09	58	Apr '09	35	May '09	35	Jun '09	63	Jul '09	52	Aug '09	51	Sep '09	51	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
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2e. Surge Report		<div>Surge reporting for month of Sep '09</div> <table><tr><th>Level</th><th>% distribution</th><th>Hours</th></tr><tr><td>Dangerously Overcrowded</td><td>9.4%</td><td>68</td></tr><tr><td>Severely Overcrowded</td><td>36.7%</td><td>264</td></tr><tr><td>Overcrowded</td><td>30.6%</td><td>220</td></tr><tr><td>Extremely Busy</td><td>21.1%</td><td>152</td></tr><tr><td>Busy</td><td>0.8%</td><td>6</td></tr><tr><td>Not Busy</td><td>0%</td><td>0</td></tr></table> <div>The first level is Green ("Not Busy"). The level of crowding is self-explanatory. This level mandates standard operational procedures.</div> <div>Second and third levels are Blue and Yellow ("Busy" and "Extremely Busy", respectively). Activities include closing to outside lateral transfers.</div> <div>The fourth level is Orange ("Overcrowded") which is analogous to being closed to ED Saturation (ambulance diversion). A variety of activities throughout the hospital also occurs, such as increasing transfers to Rancho, expediting discharges, etc.</div> <div>The fifth level is Red ("Severely Overcrowded") which implements advanced bed capacity protocols, transferring patients to other hospitals, hospital leadership notification, bed huddles and other service operation measures.</div> <div>The sixth level is Black ("Dangerously Overcrowded"). This is the highest level of overcrowding and activates the Temporary ED overflow patient care area.</div>	Level	% distribution	Hours	Dangerously Overcrowded	9.4%	68	Severely Overcrowded	36.7%	264	Overcrowded	30.6%	220	Extremely Busy	21.1%	152	Busy	0.8%	6	Not Busy	0%	0	
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Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units. Data Source: Manual record keeping. Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.	<u>Month of Sept</u>			
		<u>Referrals from ER:</u>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	60	NA	-
		# Referred to RLAH	60	23	83
		# Transfers	49	23	72
		# Denied	1	NA	-
		# Cancelled	10*	NA	-
		# Patients refused*	6	NA	-
		<u>Referrals from Inpatients:</u>			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	47	NA	-		
# Referred to RLAH	40	1	41		
# Transfers	26	1	27		
# Denied	12	NA	-		
# Cancelled	7*	NA	-		
# Patients refused*	2	NA	-		
Other /Pending	2	NA	-		

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Indicator	Definition	Data	Comments																																																																								
		<div><p>Rancho Med Surg Transfers Workload</p><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>28</td></tr><tr><td>Jan '09</td><td>24</td><td>29</td></tr><tr><td>Feb '09</td><td>22</td><td>26</td></tr><tr><td>Mar '09</td><td>24</td><td>32</td></tr><tr><td>Apr '09</td><td>27</td><td>34</td></tr><tr><td>May '09</td><td>24</td><td>28</td></tr><tr><td>Jun '09</td><td>27</td><td>27</td></tr><tr><td>Jul '09</td><td>54</td><td>14</td></tr><tr><td>Aug '09</td><td>59</td><td>24</td></tr><tr><td>Sep '09</td><td>49</td><td>26</td></tr></tbody></table></div> <div><p>Patients Transferred Out</p><table><thead><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr></thead><tbody><tr><td>Nov '08</td><td>14</td><td>59</td></tr><tr><td>Dec '08</td><td>20</td><td>68</td></tr><tr><td>Jan '09</td><td>14</td><td>79</td></tr><tr><td>Feb '09</td><td>18</td><td>65</td></tr><tr><td>Mar '09</td><td>29</td><td>77</td></tr><tr><td>Apr '09</td><td>35</td><td>80</td></tr><tr><td>May '09</td><td>37</td><td>82</td></tr><tr><td>Jun '09</td><td>32</td><td>94</td></tr><tr><td>Jul '09</td><td>33</td><td>101</td></tr><tr><td>Aug '09</td><td>36</td><td>113</td></tr><tr><td>Sep '09</td><td>31</td><td>99</td></tr></tbody></table></div> <p>Data was revised to reflect total # of patients (including stroke patients) referred to Rancho</p>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	24	29	Feb '09	22	26	Mar '09	24	32	Apr '09	27	34	May '09	24	28	Jun '09	27	27	Jul '09	54	14	Aug '09	59	24	Sep '09	49	26	Month	Other Hospitals	Rancho	Nov '08	14	59	Dec '08	20	68	Jan '09	14	79	Feb '09	18	65	Mar '09	29	77	Apr '09	35	80	May '09	37	82	Jun '09	32	94	Jul '09	33	101	Aug '09	36	113	Sep '09	31	99	<p>Transfer experience to Other Hospitals has gone smoothly. Reason for low # transfers is low # of patients admitted with Med-Cal. Of those some require services not available, ie Psych, neuro, some are unstable, others are altered and unable to consent transfer.</p>
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Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5. Average Length of Stay (ALOS) *Harris Rodde Indicator	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>Calculation: ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p style="text-align: center;">ALOS</p> <p style="text-align: center;"> —◇— Target ALOS —□— Actual ALOS </p> <p>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p>	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>

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Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.						
	Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage. Source of Data: Affinity	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Mar-09	57%	72%	70%	80%	
		Apr-09	57%	60%	60%	75%	
		May-09	62%	72%	70%	80%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Aug-09	55%	64%	60%	80%	
		Sep-09	55%	68%	70%	80%	